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OGC 7-0286a

26 February 1957

MEMORANDUM FOR: Colonel White

1. It is not as easy to comment on Agency managerial problems now as it was a few years ago when they were more obvious and of greater magnitude. Problems are more subtle and harder to identify but for that very reason require a higher degree of management skill and sophistication. As in a successful private industry, the main problem now is to keep, particularly the Branch Chief level, alert to his managerial responsibilities and constantly striving for improvement. One trend that must be fought in all large organizations is a tendency towards bureaucratic rigidity. This involves following procedures just because they have always been there, overliteral interpretation and application of regulations, and overcoordination. As examples, but without intending to single them out, we can cite the tendency in Procurement to apply the Armed Services Procurement Regulations to situations to which they may not be suited even though we have ample legal authority to vary therefrom.

2. Branch Chiefs should also be constantly reminded that the drive and spark of their branches come from the top, and they must constantly give the impetuous down through all levels of their offices. There is again a natural tendency to feel that if you have a good organization you can lie back and let it run.

3. Personnel administration is as always perhaps the most crucial problem. I still feel there are areas where reduction in personnel is not only possible but would be advantageous. I feel

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Larry:

I have agreed to participate in the next "Basic Management Course" through a discussion of "DD/S Views on Principal Management Problems Facing the Agency Today." This Course is aimed primarily at the Branch Chief level, presuming that he spends full time in management activities (planning, directing, coordinating, and controlling) rather than in direct substantive work.

Since you are closely associated with this level, and perhaps closer than I to the Agency problems of greatest interest to this group, I would be most grateful for any ideas you might have on the subject. I don't need anything very long-----just topics, and the briefest of comments to indicate your thinking. I would appreciate having them by 27 February.



L.K.W.

Personnel - reduction.
Drive - spark.
Staff - area
Paper handling

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